

5 AUG 1983

MEMORANDUM FOR: All ODP Deputy Directors; Division and Staff
Chiefs

FROM: [REDACTED]
Director of Data Processing

SUBJECT: Special Assistant to the Director of Data
Processing

1. [REDACTED] has been selected to fill the Management Consultant position recently advertised. He will leave behind the duties of Executive Officer. This latter position will become a development position filled on a rotational basis of approximately 18 months.

2. In the role of Management Consultant, George will play a very important and significant part in making sure that the Office's management techniques and processes serve to enable the organization to remain open to its environment and to accomplish its strategic goals. I will expect George to thoroughly understand and comment objectively upon the various processes which we use in managing the Office. I will also expect him to help all of us in using management techniques that assist in accomplishing the continuation of our policy of "people-oriented management." In this regard, George is considered an Office resource available to every ODP manager.

3. As some of you are already aware, I believe that the use of small groups to provide insight into problem solving is useful and broadens the base of participation in the management of this Office. Since the Office has a long tradition of component conferences, it is apparent that this technique is one which you use receptively. George will run small conferences for me, and as part of his responsibility to understand the processes of the Office, I ask that you include him in your conferences.

4. We do an excellent job of developing highly skilled specialists in the field of data processing. My observations would suggest that we do not deliberately seek to develop managers in ways which broaden their capabilities. Accordingly, I have asked George to develop and establish a developmental program for the Office which will seek to expose a small number of people in a more intensive fashion to the

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general aspects of management of the Office. Likewise, I have asked George to establish an ODP management course, presumably to run on an annual basis, which will make our mid-level managers aware of how ODP manages itself.

5. The establishment of this position and its proposed utility as a means of keeping our management skills and techniques in the forefront of our thinking and focused as an Office is something new within the entire Agency. It offers us the opportunity to treat management as an asset to enable all of us to do our jobs better and not to regard management merely as a term to accompany a given grade level. With your cooperation, this initiative can become a success and make our Office one in which the skill of management is exercised even more diligently than it is today.



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Subject File: Organization and Function